

# Market Outlook & Workforce Forecast 2026

Prepared by

Peepal Consulting



# 2026 Strategic Insights by Section

## **Executive Summary** ..... 05

By 2026, capability-led organizations will deliver 20–25% faster execution and 15% higher productivity. Over 65% of high-performing firms will manage skills dynamically, not by job titles.

## **Macro Talent Landscape** ..... 06

India will anchor 55–60% of global capability expansion, with Tier-2 cities contributing 45%+ of net new hiring and delivering 25–35% cost advantage

## **Hiring Behavior** ..... 07

By 2026, 70% of roles will be defined by skill clusters. Companies with internal mobility platforms will cut external hiring by 30–40%.

## **High-Demand Roles** ..... 08 - 10

Hybrid roles will dominate, commanding 35–60% pay premiums, while narrow specialists will see 10–15% slower wage growth. Impact translators will be most valued

## **Skill Clusters** ..... 11

AI literacy will be required in 90% of white-collar roles, with upskilling budgets doubling versus 2024. Learning velocity will drive 40% of promotions.

# 2026 Strategic Insights by Section

## Talent Gaps and Bottlenecks ..... 12 - 16

AI literacy will be required in 90% of white-collar roles, with upskilling budgets doubling versus 2024. Learning velocity will drive 40% of promotions.

## Geographic Shifts ..... 17

Over 50% of incremental hiring will come from Tier-2/3 cities, with 4–6% lower attrition and sustained 30% cost efficiency.

## Compensation Landscape ..... 18

Pay will become skill-indexed, with scarcity premiums widening to 40–70% and variable pay forming 25–35% of CTC for critical roles.

## Build–Buy–Borrow Strategy ..... 19

By 2026, 60%+ of enterprises will actively orchestrate all three models, with borrowed talent supplying 20–25% of transformation capacity.

## AI & Automation ..... 20

AI-enabled functions will see 30–40% productivity uplift, and AI governance and ops roles will grow 3x. AI fluency will define leadership readiness.

## Global Capability Centers (GCCs) ..... 22

GCCs will evolve into ownership and innovation hubs with accountability for products and outcomes. India-based centers will increasingly lead global mandates and strategic initiatives.

# 2026 Strategic Insights by Section

## **Diversity, Equity & Inclusion** ..... **23 - 27**

Organizations linking DEI to progression will achieve 20–25% higher retention, with women’s leadership crossing 28–30% in mature firms.

## **Key Predictions for 2026** ..... **28-29**

## **Conclusion** ..... **30**

## **References** ..... **31-32**

## **Contact Us** ..... **34**

# Executive Summary

India's talent market in 2025 represents a **structural inflection point rather than a cyclical hiring phase**. Organizations are no longer optimizing merely for scale; instead, they are redesigning workforce models around capability depth, adaptability, and long-term productivity.

Hiring decisions are increasingly shaped by artificial intelligence adoption, globalization of delivery through GCCs, and rising expectations for measurable business impact. The market has shifted from volume-based recruitment to precision hiring, where each role is expected to deliver clear outcomes.

While overall salary growth has moderated to around 9–10%, premiums for scarce and high-impact skills continue to rise sharply. **Talent strategy** in 2026 will be defined by skill adjacency, internal mobility, and the ability to dynamically redeploy talent as business priorities evolve.



Talent Strategy in 2026

# Macro Talent Landscape

India remains one of the most strategically important global talent markets, supported by strong macroeconomic fundamentals and a maturing digital ecosystem. With **GDP growth of approximately 6.5–6.8%**, India continues to outperform most major economies. The workforce now exceeds **530 million**, supported by **rising participation from Tier-2 and Tier-3 cities**.

The IT-BPM sector alone contributes more than USD 200 billion in exports, while manufacturing, BFSI, and Global Capability Centers (GCCs) are increasingly driving formal employment. Digital transformation, regulatory complexity, and global delivery models are reshaping hiring priorities across industries.

Organizations are no longer hiring for scale alone. Talent decisions are increasingly linked to capability creation, execution velocity, and long-term competitiveness



IT-BPM SECTOR EXPORTS EXCEED  
**\$200 BILLION USD**



# How Hiring Behavior Changed

In 2025, hiring behavior reflects a fundamental mindset shift across organizations. **Employers are moving away from static job descriptions toward dynamic capability-based hiring models.**

**Skill-first hiring has replaced role-first hiring**, with greater emphasis on transferable skills, problem-solving ability, and adaptability. Experience compression is common, where professionals with 4–7 years of strong exposure are preferred over longer-tenured but less adaptive profiles.

Domain and technology convergence has become essential. Professionals who combine functional expertise with digital fluency are significantly more employable. Niche and mission-critical roles often close faster than general roles, despite broader hiring moderation.

Internal mobility has gained importance, with organizations reskilling employees to fill emerging roles. Workforce planning is increasingly linked to outcomes such as productivity, automation readiness, and delivery efficiency.



# Top 10 High-Demand Roles Across Industries



## AI / ML Engineers & Architects

Demand for **AI talent grew nearly 75% year-on-year**, creating one of the largest demand-supply gaps in the market. Organizations seek professionals skilled in machine learning pipelines, deep learning, LLMs, and MLOps. These roles are critical across BFSI, healthcare, manufacturing, and retail.



Compensation typically ranges from **₹10-18 LPA** (entry level), can go up to **30-44+ LPA** for senior level



## Investment Banking Analysts

Strong capital market activity and deal flow have sustained demand across experience levels. These professionals support valuation, modeling, due diligence, and compliance.



Compensation typically ranges from **₹8-16 LPA** (entry level), can go up to **50-65+ LPA** for senior level (top global IBs)



## Business Operations Specialists

These roles enable process optimization, governance, and execution excellence. **Demand is strong across BFSI, GCCs, and manufacturing.** Skills include workflow optimization, stakeholder coordination, and automation.



Compensation typically ranges from **₹5-10 LPA** (entry level), can go up to **22-40 LPA** for senior level

# Top 10 High-Demand Roles Across Industries



## Cloud Engineers & Architects

Cloud talent remains foundational to digital modernization. **Expertise in AWS, Azure, Kubernetes, DevOps, and security is highly valued.**



Compensation typically ranges from **₹6-10 LPA** (entry level), can go up to **₹25-35 LPA** for senior level



## Production & Manufacturing Managers

Industry 4.0 adoption has **elevated demand for professionals who can manage automated, data-driven operations.** Knowledge of lean systems, predictive maintenance, and digital shop-floor tools is increasingly expected.



Compensation typically ranges from **₹6-10 LPA** (entry level), can go up to **₹25-45 LPA** for senior level



## Cybersecurity Specialists

With India processing a large share of global digital payments, cybersecurity is mission-critical. Roles include SOC analysts, threat intelligence experts, and cloud security engineers.



Compensation typically ranges from **₹6-10 LPA** (entry level), can go up to **₹25-35 LPA** for senior level

# Top 10 High-Demand Roles Across Industries



## Data Scientists & Analysts

Data-driven decision-making is embedded across industries. Demand spans analytics, visualization, and AI-enabled insights.



Compensation typically ranges from **₹5-9 LPA** (entry level), can go up to **₹20-35+ LPA** for senior level



## Supply Chain & Logistics Professionals

E-commerce growth and manufacturing expansion have elevated supply chain roles. Skills in forecasting, automation, and logistics analytics are valued.



Compensation typically ranges from **₹5-8 LPA** (entry level), can go up to **₹22-35+ LPA** for senior level



## Full Stack Developers

Versatile developers capable of handling both frontend and backend remain critical, particularly in product-led organizations.



Compensation typically ranges from **₹4-7 LPA** (entry level), can go up to **₹20-30 LPA** for senior level



## ESG & Sustainability Specialists

Regulatory and investor pressure has accelerated hiring in sustainability and ESG reporting roles.



Compensation typically ranges from **₹5-8 LPA** (entry level), can go up to **₹22-38 LPA** for senior level

# Fastest-Growing Skill Clusters



Skill demand growth increasingly reflects convergence rather than isolated specialization. **Artificial intelligence and machine learning** lead growth, driven by enterprise adoption of automation and generative AI.

**Generative AI and prompt engineering** have moved rapidly from experimentation to production use cases. Cybersecurity and threat intelligence continue expanding due to regulatory scrutiny and digital payment growth.

**Cloud architecture and DevOps** remain foundational, particularly multi-cloud and FinOps capabilities. **Data analytics, automation, ESG reporting**, and regulatory technology also show strong momentum.

Across all clusters, hybrid skill combinations command **30–60% compensation premiums**.

# Critical Talent Gaps and Bottlenecks

## IT Sector

Skill demand growth increasingly reflects convergence rather than isolated specialization. **Artificial intelligence and machine learning** lead growth, driven by enterprise adoption of automation and generative AI.

**Generative AI and prompt engineering** have moved rapidly from experimentation to production use cases. Cybersecurity and threat intelligence continue expanding due to regulatory scrutiny and digital payment growth.

**Cloud architecture and DevOps** remain foundational, particularly multi-cloud and FinOps capabilities. **Data analytics, automation, ESG reporting**, and regulatory technology also show strong momentum.

Across all clusters, hybrid skill combinations command **30–60% compensation premiums**.



# Critical Talent Gaps and Bottlenecks

## BFSI Sector

The BFSI sector is **facing structural talent shortages driven by the convergence of financial domain expertise and advanced technology**. The most critical gaps are in RegTech, digital transformation leadership, and ESG roles that require strong quantitative and regulatory capabilities.

**RegTech specialists remain the most constrained, with 60–70% supply gaps**, while leaders who can combine financial product knowledge with technology execution typically require 5–10 years of blended experience and are increasingly difficult to source. Mid-level professionals (5–10 years) with finance + data/AI skills are the most in demand and command premium compensation. At the senior end, professionals with deep regulatory understanding and digital transformation experience are becoming central to leadership pipelines. Entry-level hiring is shifting toward quantitative and technology-first profiles rather than traditional finance-only backgrounds.

**Skill adjacency pathways are now strategic levers, with typical transition timelines:**

- Finance → Risk & analytics: **6–9 months**
- Compliance → RegTech: **12–18 months**
- Technology → Financial domain depth: **18–24 months**

# Critical Talent Gaps and Bottlenecks

## Manufacturing & Automotive

Manufacturing and automotive talent shortages are being driven by Industry 4.0 adoption, EV transition, and sustainability mandates, compounded by limited availability of digitally skilled talent in traditional manufacturing hubs.

The **largest supply gaps are in advanced and hybrid roles**. Industry 4.0 specialists combining manufacturing with **IoT, AI, and automation face 70–80% shortages**, while EV powertrain and battery engineers remain scarce due to inadequate EV-focused education pipelines. Advanced materials and sustainability engineers with circular-economy expertise represent another critical gap.

Mid-level professionals (5–12 years) with hands-on digital transformation experience are the most constrained and command premium demand. At the senior end, engineers who can balance operational efficiency with sustainability leadership are increasingly central to strategic roles. Entry-level hiring is shifting toward STEM-first talent, supported by apprenticeships and on-the-job manufacturing exposure.

### Key skill adjacency pathways shaping workforce transitions:

- Mechanical engineering → Automation & robotics: **9–15 months**
- Quality & production → Advanced analytics & predictive maintenance: **6–12 months**
- Operations leadership → Sustainability & ESG: **12–18 months**

# Critical Talent Gaps and Bottlenecks

## Pharmaceuticals & Life Sciences

The pharmaceuticals and life sciences sector faces growing talent constraints driven by AI integration into R&D, increasing regulatory complexity, and the need for interdisciplinary scientific–technology expertise.

**The largest supply gaps are in hybrid roles.** AI/ML scientists with pharma domain expertise face 80–85% shortages, as traditional life sciences education lacks applied AI training. RegTech specialists combining regulatory knowledge with automation capabilities and bioinformatics professionals with clinical trial data experience remain critically scarce.

Senior professionals (8–15 years) with experience leading digital transformation while maintaining regulatory rigor are the most constrained. At the top end, principal scientists (15+ years) who can bridge traditional drug discovery with AI-driven research are increasingly central to strategic R&D leadership. Entry-level hiring is shifting toward quantitative and computational talent, supported by structured mentorship and applied research exposure.

### Key skill adjacency pathways shaping workforce transitions:

- Medicinal chemistry → Computational drug design & AI: 12–18 months
- Clinical research → Data analytics & bioinformatics: 9–15 months
- Quality & compliance → Regulatory technology & automation: 12–18 months



# Critical Talent Gaps and Bottlenecks

## Telecommunications sector

The telecommunications sector is facing structural talent shortages as rapid 5G deployment, network virtualization, cloud-native architectures, and rising cybersecurity demands outpace traditional telecom skill development models. Infrastructure complexity and integration with legacy networks are intensifying capability gaps.

The **most severe supply constraints** are in **advanced hybrid roles**. 5G network optimization specialists combining RF engineering with software-defined networking face 75–85% shortages, while cloud-native network function specialists remain scarce due to the convergence of telecom networking, cloud platforms, and software development. Telecom-focused cybersecurity professionals and IoT network architects with edge and industrial connectivity expertise are also in critically short supply.

Mid-level professionals (5–12 years) with hands-on network modernization and rollout experience represent the most constrained talent pool. At the senior end, engineers with 12+ years who can lead large-scale 5G programs while integrating legacy infrastructure are increasingly central to strategic network evolution and technology leadership. Entry-level hiring continues to favor core telecom engineering profiles, supplemented by vendor certifications and real-world deployment exposure.

### Key skill adjacency pathways shaping workforce transitions:

- Network engineering → 5G & advanced wireless optimization: **12–18 months**
- IT infrastructure → Cloud-native telecom networks & NFV: **15–24 months**
- Cybersecurity → Telecom network security & regulatory compliance: **18–30 months**

# Geographic Talent Shifts

India's talent geography is undergoing a structural redistribution.



## TIER-1 CITIES

Tier-1 cities such as Bengaluru, Mumbai, Hyderabad, and Pune continue to **dominate leadership and innovation roles**.

## TIER-2 CITIES

However, Tier-2 cities including Jaipur, Chandigarh, Indore, Coimbatore, Kochi, and Lucknow are **emerging as strong hiring hubs**. They offer 20–35% cost advantages, improving infrastructure, and growing talent pools.

**OVER 50% OF NET NEW HIRING IN MANY ORGANIZATIONS NOW ORIGINATES FROM TIER-2 AND TIER-3 LOCATIONS, SIGNALING A DURABLE STRUCTURAL SHIFT.**

# Compensation Landscape

Overall Market Compensation Trends demonstrate **9.2-9.4% average salary increases in 2025**, representing deliberate moderation from 2024's 9.6% growth. This compensation stabilization indicates industry-wide recognition of sustainable hiring practices following post-pandemic talent competition periods. **Attrition rates decreased from ~17.5% in 2024 to ~19% in 2025**, suggesting reduced wage-driven job switching and improved employee engagement through non-compensation value propositions

SECTOR	2025 SALARY GROWTH	KEY GROWTH DRIVERS
<b>E-commerce</b>	<b>10.5% (HIGHEST)</b>	Digital commerce boom, supply chain competition, customer acquisition wars
<b>BFSI</b>	<b>10.3%</b>	Fintech expansion, regulatory technology demand, digital transformation imperatives
<b>Global Capability Centers</b>	<b>10.2%</b>	Digital skill positions, competition with IT services, MNC strategic importance
<b>Pharmaceuticals</b>	<b>10%</b>	AI-driven drug discovery, regulatory compliance, biotechnology innovation
<b>IT Services &amp; ITes</b>	<b>9.0-9.6%</b>	Market maturation, automation impact, margin optimization pressures
<b>Manufacturing</b>	<b>8-9%</b>	Steady demand, EV transition, Industry 4.0 adoption

Specialized Skill Premium Structure highlights the sharp valuation of scarce capabilities in India's talent market. **AI/ML roles command 30-35% premiums, cybersecurity 20-25%, and certified cloud architects 50-70% over traditional roles.** Emerging skills like quantum computing can exceed 100% premiums due to extreme scarcity, underscoring the strategic importance of advanced digital capabilities.

# Build–Buy–Borrow Talent Strategy

Hiring is evolving into workforce orchestration mixing permanent talent, flexible expertise, and internal skill creation.



## BUILD STRATEGY INTENSIFICATION

reflects a shift toward internal talent engines, with **75% of firms boosting upskilling in AI, cloud,** and sustainability to offset scarce and expensive external talent.



## BUY STRATEGY PREMIUM POSITIONING

prioritizes critical, hard-to-hire roles, with **organizations paying 30–50% above market to secure scarce expertise in areas like AI, semiconductors, and RegTech.** Global hiring packages and a focus on tech-plus-domain leadership reflect the need for immediate, high-impact capability.



## BORROW MODEL EXPANSION

is accelerating, with **50% of organizations increasing use of contractors and gig talent for high-impact, project-based roles.** Premium daily rates reflect the value of specialized expertise without long-term commitment.

# AI & Automation Impact on Jobs

AI and automation are driving both disruption and job creation in India. The impact varies by sector, depending on digital maturity and how deeply AI is embedded into operations.



## Roles Seeing Expansion

- AI augments work, creating new job categories
- **BFSI:** Cyber fraud, RegTech, digital transformation
- **Healthcare:** AI drug discovery, genomics, telemedicine
- **Manufacturing:** Predictive maintenance, quality automation

Domain expertise + advanced technology skills



## Roles Undergoing Transformation

- Traditional roles evolve into AI-enabled hybrids
- **Business:** → Data Science & Analytics
- **Finance:** → Algo Trading & Risk Modeling
- **Marketing:** → AI Personalization
- **HR:** → AI Hiring & Retention

Hybrid roles command premium compensation



## New Roles Emerging from AI

- Prompt Engineers
- AI Ethics Consultants
- MLOps Engineers

40-60% higher pay for scarce, strategic roles



## Skills Churn Becomes the Challenge

- Skills expire faster than jobs
- Continuous learning & reskilling
- Adaptive learning investments
- 10-15% Innovation Time

# Movement and Stability Patterns

Workforce dynamics in IT sector reflect broader economic trends while exhibiting sector-specific patterns driven by technology evolution and competitive market conditions.

Organizations implement retention strategies targeting 2-5 year experience professionals who represent highest risk for departure to competitive offers

## AVERAGE HIRING DURATION



## Why candidates reject offers?



# Global Capability Centers (GCCs)



India hosts over

**1,750 GCCS**

**Tier-1**

**~1,620–1,630 GCCS**

**Tier-2**

**~120–130 GCCS**

GCC presence remains heavily concentrated in Tier-1 cities, which account for **~93% of all GCCs (~1,620–1,630 centers), led by Bengaluru with 800+ GCCs**, followed by the **Mumbai–Pune corridor (~720 GCCs combined)** and **Hyderabad with 355+ GCCs**. However, **Tier-2 cities now host ~7% of India's GCCs (~120–130 centers)**, with locations such as GIFT City, Jaipur, and Coimbatore emerging as strategic expansion hubs driven by cost advantages, scalable talent pools, and hybrid work adoption.

# Diversity, Equity & Inclusion (DEI)

## IT & Technology

The IT sector remains India's largest employer of women in technology. Women represent **32% of the IT workforce as of February 2025, up from 29% in 2024**. Entry-level hiring shows strong participation at 43% women, yet representation drops sharply at executive levels to only 4–8%. Mid-level roles show 17% women in managerial positions, with director-level representation at approximately 13%. This progression from 43% at entry-level to 7% at executive-level represents a critical "broken rung" challenge, where women are hired but not advancing to senior roles. Organizations with higher gender diversity report improved outcomes in innovation and client satisfaction. The sector continues efforts to improve representation in technical leadership and specialist roles through structured women-in-tech programs and mentorship initiatives.

### Key Verified Metrics (IT Sector):

Overall workforce: **32% women (Feb 2025)**

Entry-level hiring: 43% women

Director-level: ~13% women

Mid-level manager: ~17% women

Executive-level: 4–8% women

Attrition: ~20% (both genders equal)

Career progression challenge: 43% entry → 17% mid-manager → 7% executive

# Diversity, Equity & Inclusion (DEI)

## BFSI

BFSI represents a significant but inconsistent picture of gender diversity. Overall workforce representation ranges from **18% to 24% depending on company size and type** (public sector banks vs. private banks vs. insurers). Within the sector, leadership representation is more robust at **24.5% in leadership roles**. However, frontline operations show approximately **30% women in customer-facing roles, indicating that diversity is concentrated in specific functions**. Entry-level hiring across all sectors averages 40%, though BFSI-specific entry-level data is not separately published. The sector reports **20% attrition for both men and women**, suggesting that retention challenges affect both genders equally. Global Capability Centers (GCCs) within BFSI demonstrate the lowest attrition of women at 10%, indicating that workplace model matters significantly for retention.

### Key Verified Metrics (BFSI):

Overall workforce: 18–24% women (varies by company type and year)

Leadership roles: 24.5% women

Frontline/customer-facing roles: ~30% women

Entry-level hiring (all sectors): 40% women

Attrition: 20% (both genders)

GCC attrition: 10% (lowest across sectors)

# Diversity, Equity & Inclusion (DEI)

## Manufacturing

Manufacturing shows **19–20% women in its workforce overall, with significant regional and subsector variation**. The sector is experiencing a structural shift toward informality, with formal manufacturing employment for women declining, while informal and precarious work is expanding. This raises concerns about job quality and stability despite rising headline participation numbers. Representation is stronger in quality assurance, supply chain, and administrative functions compared to production floor and technical engineering roles. The sector continues efforts to address legacy gender imbalances through rural skilling programs and community-based hiring.

### **Key Verified Metrics (Manufacturing):**

Overall workforce: **19–20% women**

Formal employment: DECLINING (exact percentages unverified)

Entry-level hiring: Lower than other sectors

Attrition: Higher due to informality and precarity

Regional variation: Telangana/Andhra Pradesh show higher participation; Delhi/Haryana lower

# Diversity, Equity & Inclusion (DEI)

## Manufacturing

The pharmaceutical sector demonstrates a paradoxical diversity profile: while overall workforce participation data is limited and appears lower than major sectors, women hold a notably strong 25% of C-suite/senior leadership positions, making pharma the sector leader in executive representation. This concentration at the top without proportional broader workforce participation suggests both strategic leadership commitment and significant pipeline gaps. The sector's performance in BCWI (Best Companies for Women in India) rankings indicates that leading pharma companies are setting strong diversity benchmarks.

### Key Verified Metrics (Pharma):

- C-Suite/Senior Leadership: **25% women (sector-leading)**
- BCWI Best Companies: Higher representation than sector average
- Workforce overall: Limited recent comprehensive data available
- Leadership excellence demonstrated despite lower baseline participation

# Diversity, Equity & Inclusion (DEI)

## Professional Services & IT-Enabled Services (ITES)

These sectors represent India's DEI frontrunners. Professional Services leads all sectors with **45–46% women in the workforce**, approaching near gender parity. ITES follows at 42% women, making it the second-highest sector for women's participation. These sectors prove that sustained inclusion efforts can deliver near-balanced workforces and serve as benchmarks for other industries.

Key Verified Metrics:

- Professional Services: **45–46% women (HIGHEST sector)**
- ITES: 42% women (SECOND-HIGHEST sector)

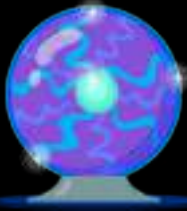
## Global Capability Centers (GCC)

GCCs demonstrate strong performance on specific DEI metrics. Women hold 22% of leadership positions within GCCs, and the sector reports the lowest attrition rate of women at 10%, indicating that the GCC employment model (often featuring flexible arrangements and structured career development) supports women's retention better than traditional office models.

Key Verified Metrics:

- Leadership: **22% women**
- Women's attrition: 10% (lowest across all sectors)

# Key Predictions for 2026



Skill adjacency will outperform pure specialization, with hiring focused on blended domain + tech capabilities over narrow expertise.



AI talent shortages will become a growth bottleneck, forcing companies to reskill internally and hire globally for critical roles.



GCCs will directly compete with IT services for core product and AI talent, not just support or execution roles.



Tier-2 cities will drive over half of net new white-collar hiring, while Tier-1 cities evolve into specialist and leadership hubs.



Compensation growth will stay moderate overall, but high-impact skills will command 30–70% premiums over market averages.

# Key Predictions for 2026



Internal mobility will become a board-level priority, as redeployment speed outweighs external hiring velocity.



Mid-level professionals (5–10 years experience) will be the most scarce, defining leadership pipelines and retention strategies.



Build-Buy-Borrow models will become dynamic, with companies mixing full-time, gig, and project talent by capability need.



ESG, RegTech, and cyber-risk roles will move from niche to mandatory, driven by regulation and digital risk exposure.



Talent strategy will shift from hiring volume to workforce design, prioritizing adaptability, reskilling, and productivity per employee.

# Conclusion

India's 2025 talent landscape marks a decisive turning point. Organizations that treat talent as a dynamic system rather than a transactional function will outperform peers in productivity, resilience, and innovation.

**The winners of 2026 will be those who invest early in skills, data, and workforce architecture, enabling continuous adaptation in a rapidly evolving market.**

The market is moving. Your workforce should too.

Let's discuss how to translate this outlook into a competitive talent strategy: [Click here](#)

# References

1. <https://www.pib.gov.in/PressReleasePage.aspx?PRID=2143158>
2. [https://www.trai.gov.in/sites/default/files/2025-07/PR\\_No.64of2025\\_0.pdf](https://www.trai.gov.in/sites/default/files/2025-07/PR_No.64of2025_0.pdf)
3. <https://www.investindia.gov.in/sector/telecom>
4. <https://telecom.economictimes.indiatimes.com/news/industry/shortage-of-2-41-mn-skilled-workers-in-indian-telecom-sector-gap-to-grow-3-8x-by-2030/104758307>
5. <https://www.communicationstoday.co.in/telecom-talent-demand-supply-gap-to-jump-to-3-8x-by-2030/>
6. <https://kpmg.com/in/en/blogs/2025/01/2025-telecom-trends-building-the-digital-economy-of-tomorrow.html>
7. <https://www.applioventures.co.uk/resources/india-consulting-market-segments>
8. <https://www.theceo.in/industry/best-business-consultants/india-consultancy-sector>
9. <https://www.mordorintelligence.com/industry-reports/india-management-consulting-services-market>
10. <https://consultingquest.com/insights/key-trends-india-consulting-industry/>
11. <https://economictimes.com/jobs/hr-policies-trends/cos-rushing-to-hire-consultants-but-not-in-traditional-way/articleshow/117156550.cms>
12. <https://www.linkedin.com/pulse/future-consulting-india-trends-challenges-harshita-joshi-sgawf>
13. <https://www.upgrad.com/blog/management-consultant-salary-india-freshers-experienced/>
14. <https://www.growthjockey.com/blogs/emerging-trends-of-consulting-in-india>
15. <https://www.bain.com/insights/how-india-shops-online-2025/>
16. <https://ibef.org/industry/ecommerce>
17. <https://economictimes.com/jobs/hr-policies-trends/online-vendors-generated-15-8-million-jobs-in-india-report/articleshow/112682007.cms>
18. <https://pahleindia.org/wp-content/uploads/2024/08/ASSESSING-THE-NET-IMPACT-OF-E-COMMERCE.pdf>
19. <https://www.persolapac.com/articles/reskill-for-higher-pay-india-s-2025-job-market-salary-trends>
20. [https://www.accio.com/business/retail\\_employment\\_trends](https://www.accio.com/business/retail_employment_trends)
21. <https://thetalent4u.com/insights/future-ecommerce-jobs>
22. <https://www.grandviewresearch.com/industry-analysis/retail-e-commerce-market>
23. <https://www.coherentmarketinsights.com/industry-reports/retail-e-commerce-market>
24. <https://www.pib.gov.in/PressReleasePage.aspx?PRID=2149858>
25. <https://www.custommarketinsights.com/report/retail-e-commerce-market/>
26. <https://ibef.org/industry/indian-telecommunications-industry-analysis-presentation>
27. <https://www.census.gov/retail/ecommerce.html>
28. <http://www.trai.gov.in/release-publication/reports/telecom-subscriptions-reports>
29. <https://www.careerizma.com/industries/consulting/>
30. <https://www.statista.com/topics/871/online-shopping/>

# References

- 1.
2. <https://alp.consulting/talent-crunch-in-india-semiconductor-industry/>
3. <https://careernet.in/reports/indias-semiconductor-design-gcc-talent-ecosystem-talent-demand-analysis/>
4. <https://timesofindia.indiatimes.com/city/bengaluru/chipping-away-at-it-semiconductor-cos-see-hiring-surge/articleshow/123488607.cms>
5. <https://pahleindia.org/wp-content/uploads/2024/08/ASSESSING-THE-NET-IMPACT-OF-E-COMMERCE.pdf>
6. <https://www.persolapac.com/articles/reskill-for-higher-pay-india-s-2025-job-market-salary-trends>
7. <https://ppl-ai-file-upload.s3.amazonaws.com/web/direct-files/attachments/85796265/25e87e61-7efa-4418-b3c0-2bee6ae83024/India-talent-insights-report-2025-Edition-1-1-1.pdf>
8. <https://www.telcojobs.in>
9. <https://timesofindia.indiatimes.com/business/india-business/hiring-confidence-steady-in-india-for-julyseptember-it-energy-and-bfsi-to-lead-recruitment-push-says-manpowergroup-employment-outlook-survey/articleshow/121753444.cms>
10. <https://in.linkedin.com/jobs/british-telecom-jobs-bengaluru>
11. <https://www.linkedin.com/pulse/future-consulting-india-trends-challenges-harshita-joshi-sgawf>
12. <https://www.growthjockey.com/blogs/emerging-trends-of-consulting-in-india>
13. <https://economictimes.com/jobs/hr-policies-trends/cos-rushing-to-hire-consultants-but-not-in-traditional-way/articleshow/117156550.cms>
14. <https://www.upgrad.com/blog/management-consultant-salary-india-freshers-experienced/>
15. <https://ppl-ai-file-upload.s3.amazonaws.com/web/direct-files/attachments/85796265/e0e35fb5-b390-42a5-a298-d0904a37fb37/2025-Talent-Insights-Report-India-Updated-Edition.pdf>
16. <https://economictimes.com/jobs/fresher/80-of-organizations-india-are-finding-it-hard-to-find-the-right-talent-in-2025/articleshow/117618322.cms>
17. <https://economictimes.com/jobs/hr-policies-trends/india-tops-global-genai-learner-count-but-skills-gap-looms-large/articleshow/123165065.cms>
18. <https://www.playroll.com/blog/india-average-salary>
19. <https://manpowergroup.co.in/talent-shortage/talent-shortage-files/MPG-Talent-Shortage-2025-Findings.pdf>
20. <https://gcc.economictimes.indiatimes.com/news/talent-strategy/india-faces-severe-ai-skills-shortage-as-salaries-skyrocket/123557105>
21. <https://www.wtwco.com/en-in/news/2024/10/india-to-maintain-9-point-5-percent-salary-increase-in-2025-wtw-survey-finds>
22. <https://www.insightsonindia.com/2025/02/24/talent-shortage/>
23. <https://completeaitraining.com/news/indias-ai-ambitions-face-a-talent-crunchcan-the-skills-gap/>
24. <https://ppl-ai-file-upload.s3.amazonaws.com/web/direct-files/attachments/85796265/ecb07ef8-50c2-44ae-9575-f7ac2fdee43b/Pulse-Report-2025.pdf>
25. <https://ppl-ai-file-upload.s3.amazonaws.com/web/direct-files/attachments/85796265/a69e6eef-fe94-481c-9169-c54301960d77/2025-Talent-Insights-Report-India-Report.pdf>
26. <https://www.accio.com/business/retail-employment-trends>
27. <https://in.indeed.com/q-telecommunications-l-bengaluru,-karnataka-jobs.html>
28. <https://thetalent4u.com/insights/future-ecommerce-jobs>
29. <https://www.mool.ai/information/conduct-a-competitive-analysis-of-a-leading-semiconductor-company-in-india-focusing-on-its-market-position-strategy-and-future-potential>
30. <https://economictimes.com/jobs/hr-policies-trends/online-vendors-generated-15-8-million-jobs-in-india-report/articleshow/112682007.cms>
31. <https://itif.org/publications/2024/02/14/india-semiconductor-readiness/>
32. <https://www.itiltid.in/careers.php>
33. <https://www.india-briefing.com/news/india-semiconductor-sector-outlook-2025-39067.html/>
34. <https://www.roberthalf.com/us/en/insights/research/employment-trends-consumer-goods-and-retail-industry>
35. <http://www.trai.gov.in/vacancies>
36. <https://www.visionias.in/blog/current-affairs/semicon-india-2025-made-in-india-chips-lead-the-semiconductor-revolution>
37. <https://ibef.org/industry/ecommerce>
38. <https://jobs.bt.com/content/India/>
39. <https://www.pib.gov.in/PressReleasePage.aspx?PRID=2161666>
40. <https://www.kearney.com/industry/consumer-retail/article/the-rise-of-quick-commerce-transforming-india-s-retail-consumer-behaviors-and-employment-dynamics>
- 41.
42. <https://ppl-ai-file-upload.s3.amazonaws.com/web/direct-files/attachments/85796265/25e87e61-7efa-4418-b3c0-2bee6ae83024/India-talent-insights-report-2025-Edition-1-1-1.pdf>



# Get in touch

## **Email Us:**

sales@peepalconsulting.com

## **Call Us:**

+91 9513245113

Contact Us:

[Click here](#)

## **Follow Us On LinkedIn:**

[Peepal Consulting](#)

## **Our Address:**

2nd, Mittal Tower, C Wing,  
Mahatma Gandhi Rd, Yellappa  
Chetty Layout, Sivanchetti Gardens,  
Bengaluru, Karnataka 560001

**Talent Acquisition**  
**Reimagined.**